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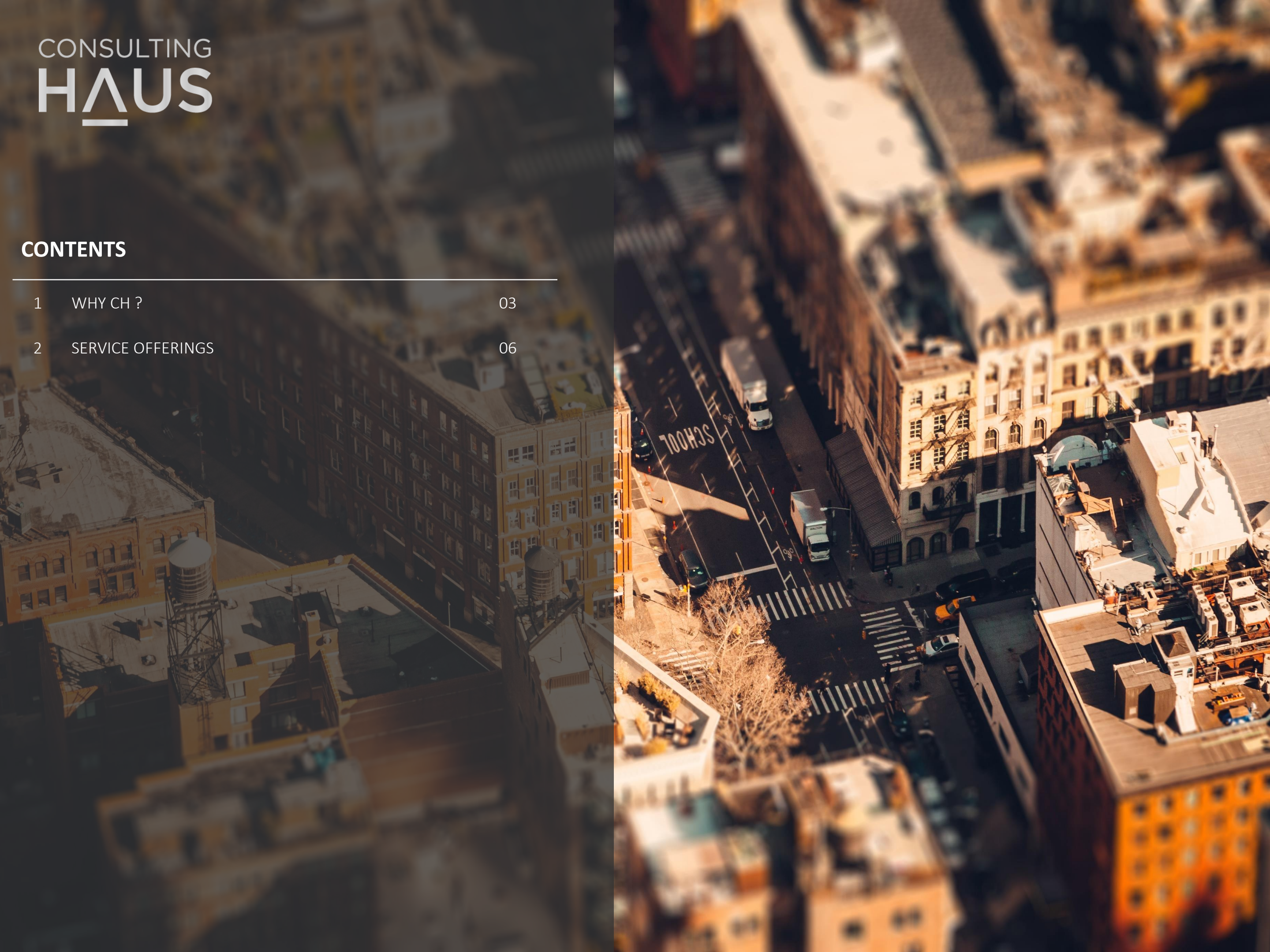
GOVERNANCE, RISK AND  
COMPLIANCE SERVICES

OCTOBER 2021

**CONTENTS**

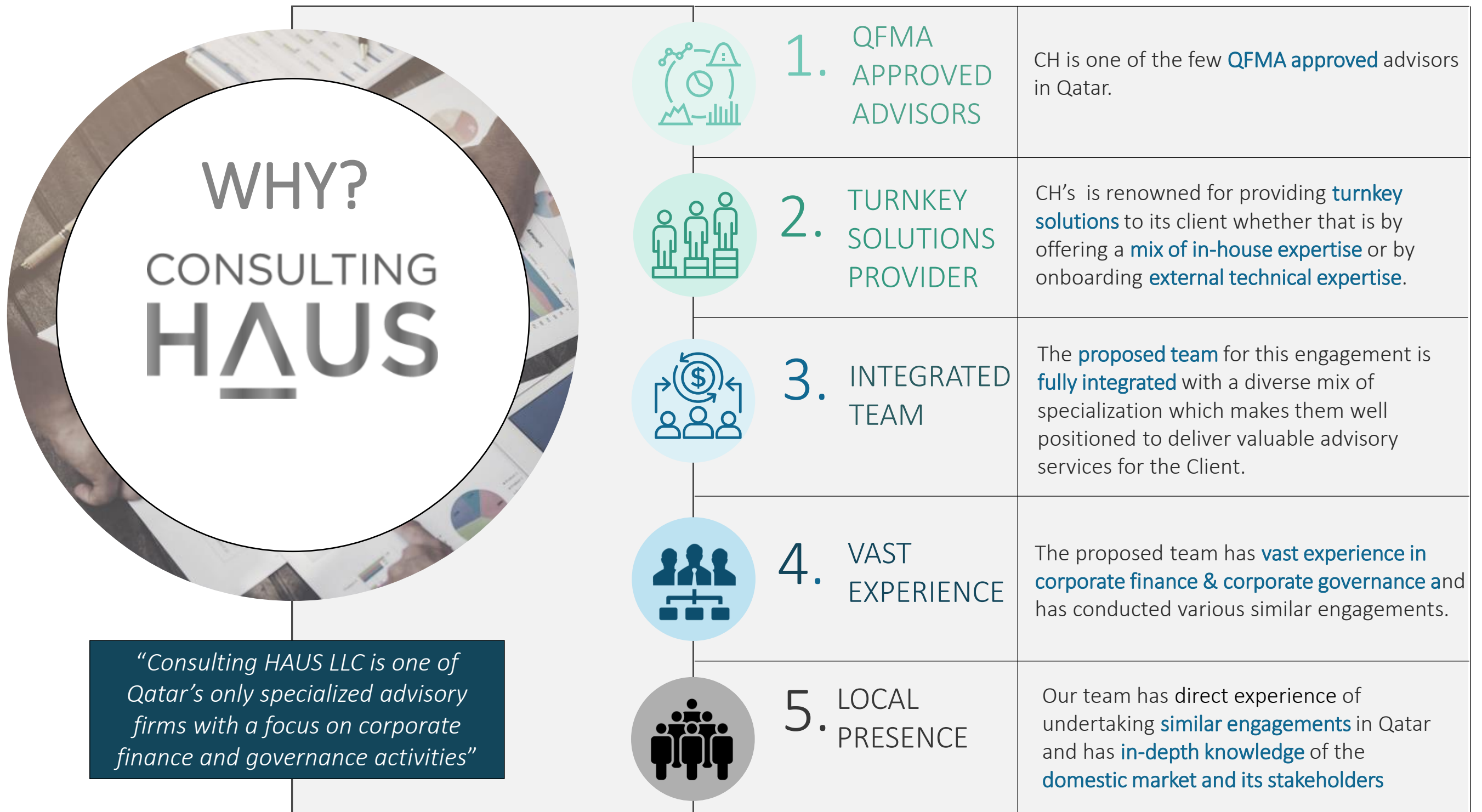
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1	WHY CH ?	03
2	SERVICE OFFERINGS	06



## 1. WHY CH?

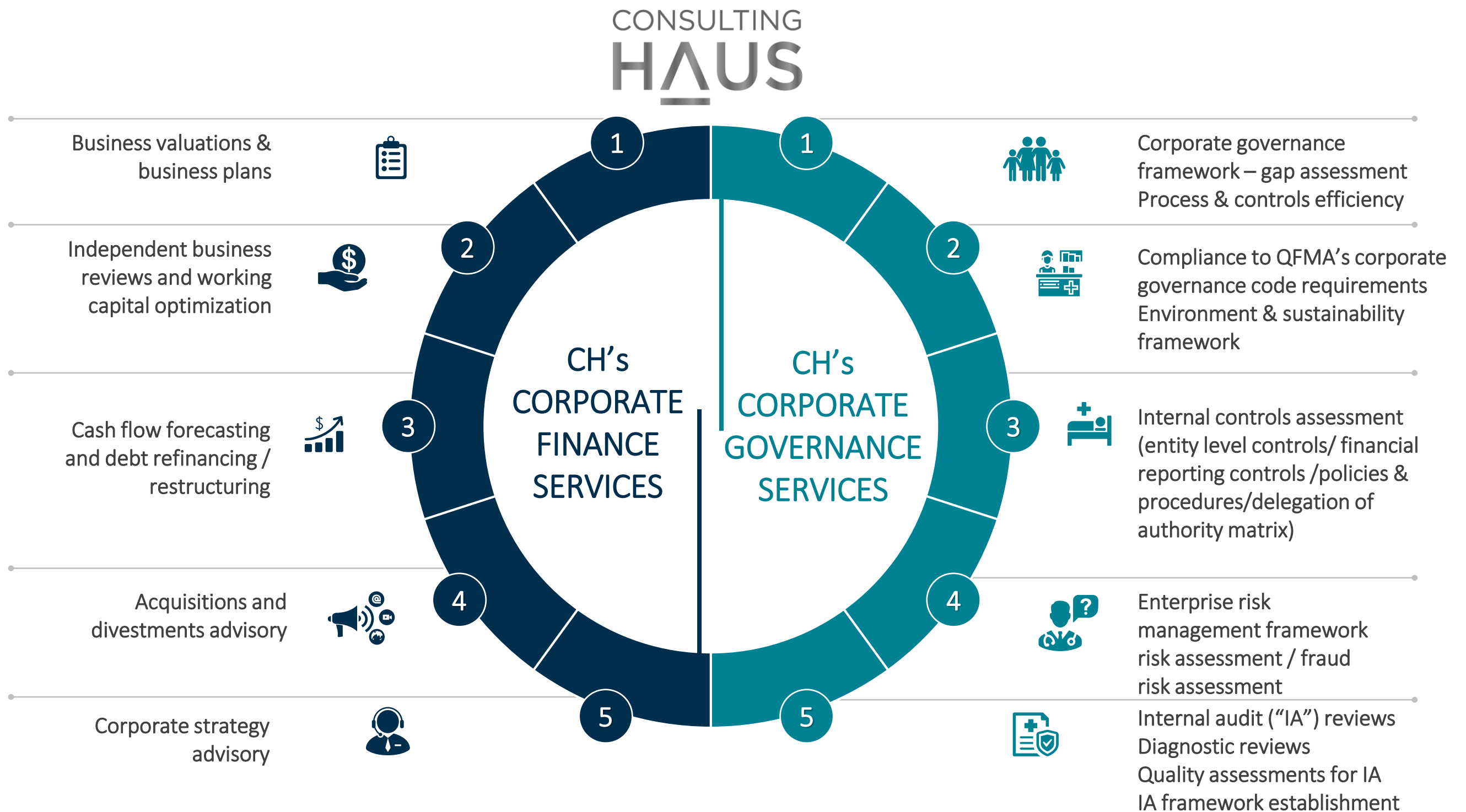
CH IS A QFMA REGISTERED ADVISOR WITH UNPARALLELED EXPERIENCE IN PROVIDING CORPORATE FINANCE, GOVERNANCE & RISK RELATED SUPPORT SERVICES TO COMPANIES IN QATAR



1. WHY CH?

# CH'S TURNKEY SOLUTION AIMS TO OFFER THE CLIENT HOLISTIC ADVISORY SERVICES

## CH'S TURNKEY ADVISORY SERVICES



## 1. WHY CH?

# OUR GOVERNANCE FRAMEWORK ESTABLISHMENT PROCESS IS BASED ON 5 KEY PILLARS WITH NUMBER OF BENEFITS AS STATED BELOW

## CH'S GOVERNANCE FRAMEWORK ESTABLISHMENT PROCESS

- CH's governance advisory services are designed to ensure there is a robust governance set-up for you with adequate internal controls
- We will act as a vital sounding board and it's always a relief when you can pressure test your ideas with someone who has your back.

## VALUE PROPOSITION

### 5. LEADING PRACTICES

Establish robust governance framework for enhancing internal controls and equip the management in achieving their strategic priorities, in line with leading practices.

### 4. REGULATORY REQUIREMENTS

Extensive knowledge and in-depth understanding of the regulatory requirements line with the governance codes for listed companies in Qatar.



### 3. CUSTOMIZED METHODOLOGY

Tailored methodology to cater to your specific requirements and objectives, with quality deliverables and commitment to building a long-term strategic alliance.

### 1. EXTENSIVE EXPERIENCE

Extensive and diverse experience in establishing corporate governance and internal controls for listed and non-listed entities in Qatar.

### 2. INTEGRATED TEAM

A pool of qualified professionals with practical exposure in developing governance frameworks, policies and procedures.

## ASSOCIATED BENEFITS



ESTABLISHING EFFICIENT AND EFFECTIVE GOVERNANCE



ENHANCEMENT OF INTERNAL CONTROLS



IMPROVED OVERSIGHT AND DECISION MAKING



EFFECTIVE UNDERSTANDING & IMPLEMENTATION OF POLICIES & PROCEDURES



ASSURANCE TO KEY STAKEHOLDERS



COMPLIANCE WITH APPLICABLE LAWS AND REGULATIONS

## GOVERNANCE, RISK & COMPLIANCE - OVERVIEW OF SERVICES

### CORPORATE GOVERNANCE (CG)

- Setting up CG Framework – Gap Assessment
- CG Compliance to QFMA CG Code Requirements (*For QSE Listed Firms*)
- Audit of Corporate Governance
- Environmental, Social & Governance (ESG Reporting)
- Delegation of Authority (DoA) - Review & Development
- Internal Controls Assessment – Entity Level Controls (ELC)
- Internal Controls Assessment – Financial Reporting Controls (FSRP)
- Policies & Procedures – Review & Development

### ENTERPRISE RISK MANAGEMENT (ERM)

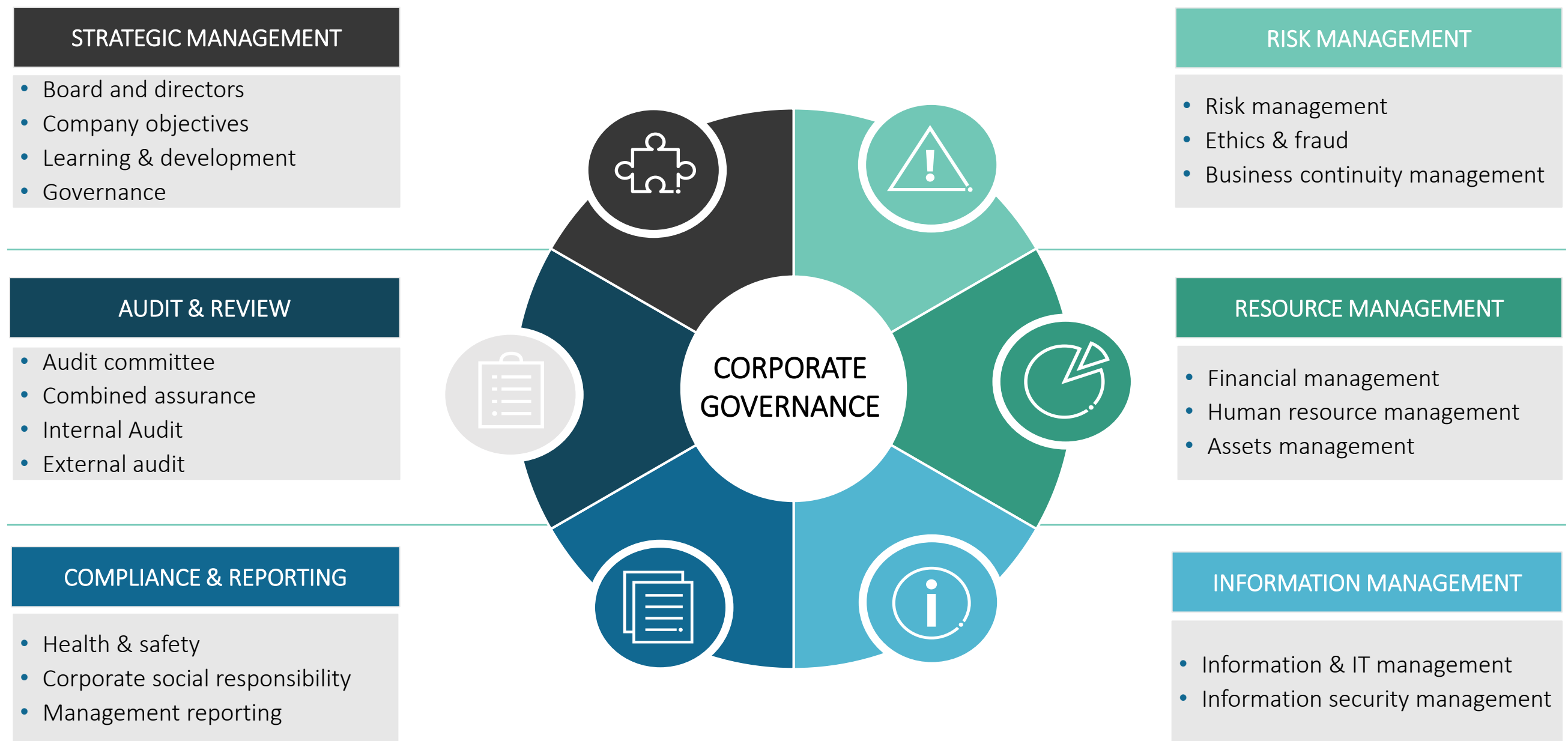
- Setting up ERM Framework
- ERM – Monitoring & Reporting
- ERM Compliance to QFMA CG Code Requirements (*For QSE Listed Firms*)
- ERM Framework Review
- Fraud Risk Assessment
- Audit of Risk Management Department
- Workshop / Training Session on ERM

### RISK ASSESSMENT & INTERNAL AUDIT

- Risk Assessment & Development of 3-year Strategic Risk Based Internal Audit Plan (RBIAP)
- Internal Audit Reviews – (with special review for “Post C-19 return to work plan”)
- Diagnostic Reviews – high level assessment of the process / operational areas
- Development of Internal Audit Department (IAD) Infrastructure
- IAD Internal Quality Assessment
- Audit Committee Reporting
- Workshop / Training Session for IAD Staff

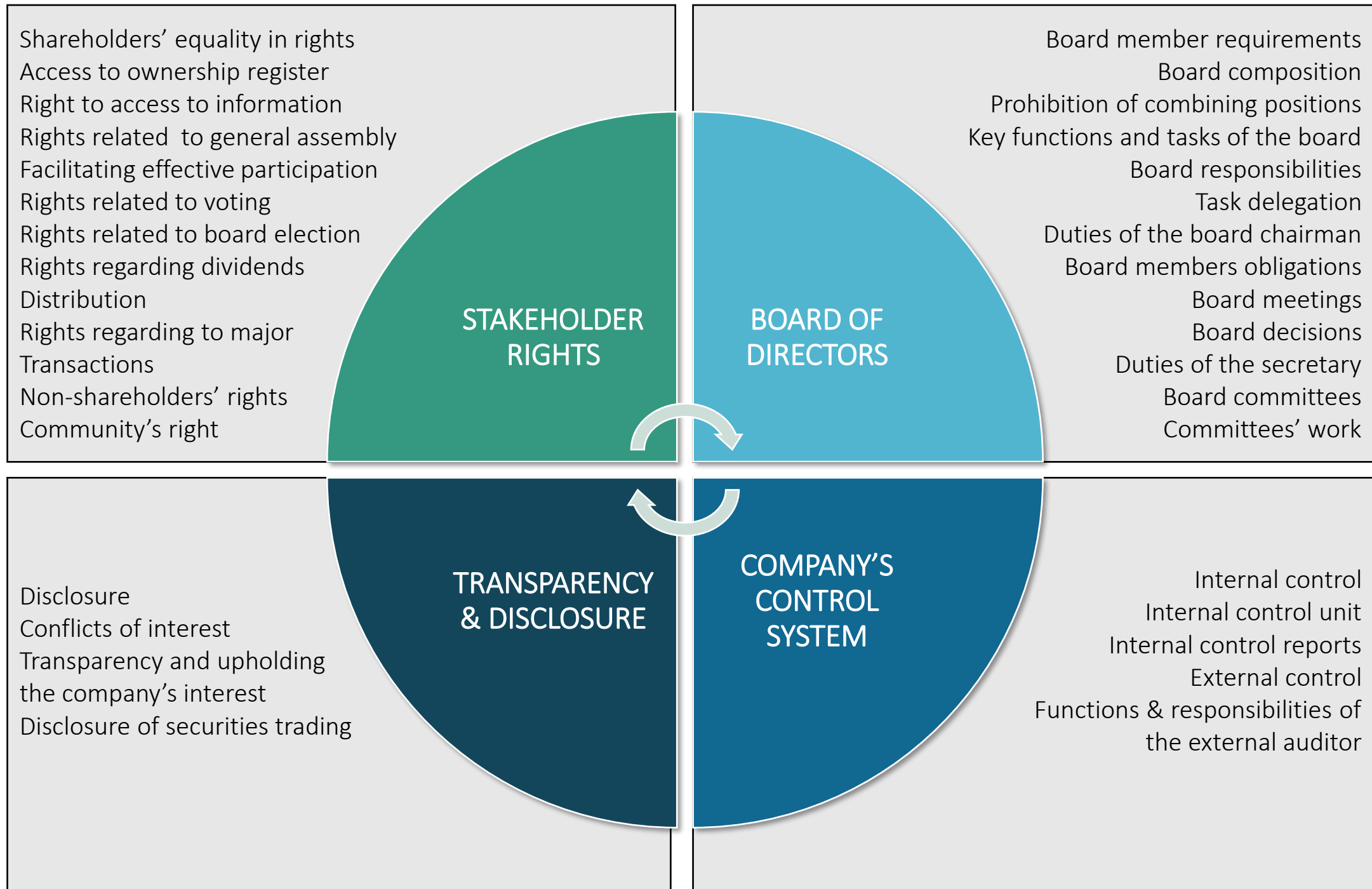
# CORE ELEMENTS OF CG INFRASTRUCTURE

To determine the current and desired level of governance within an organization, below are the core elements of CG infrastructure in line with the model prescribed by the Institute of Internal Auditors (“IIA”), which ideally must be in place for any business or process to operate effectively.



# QFMA CG CODE REQUIREMENTS

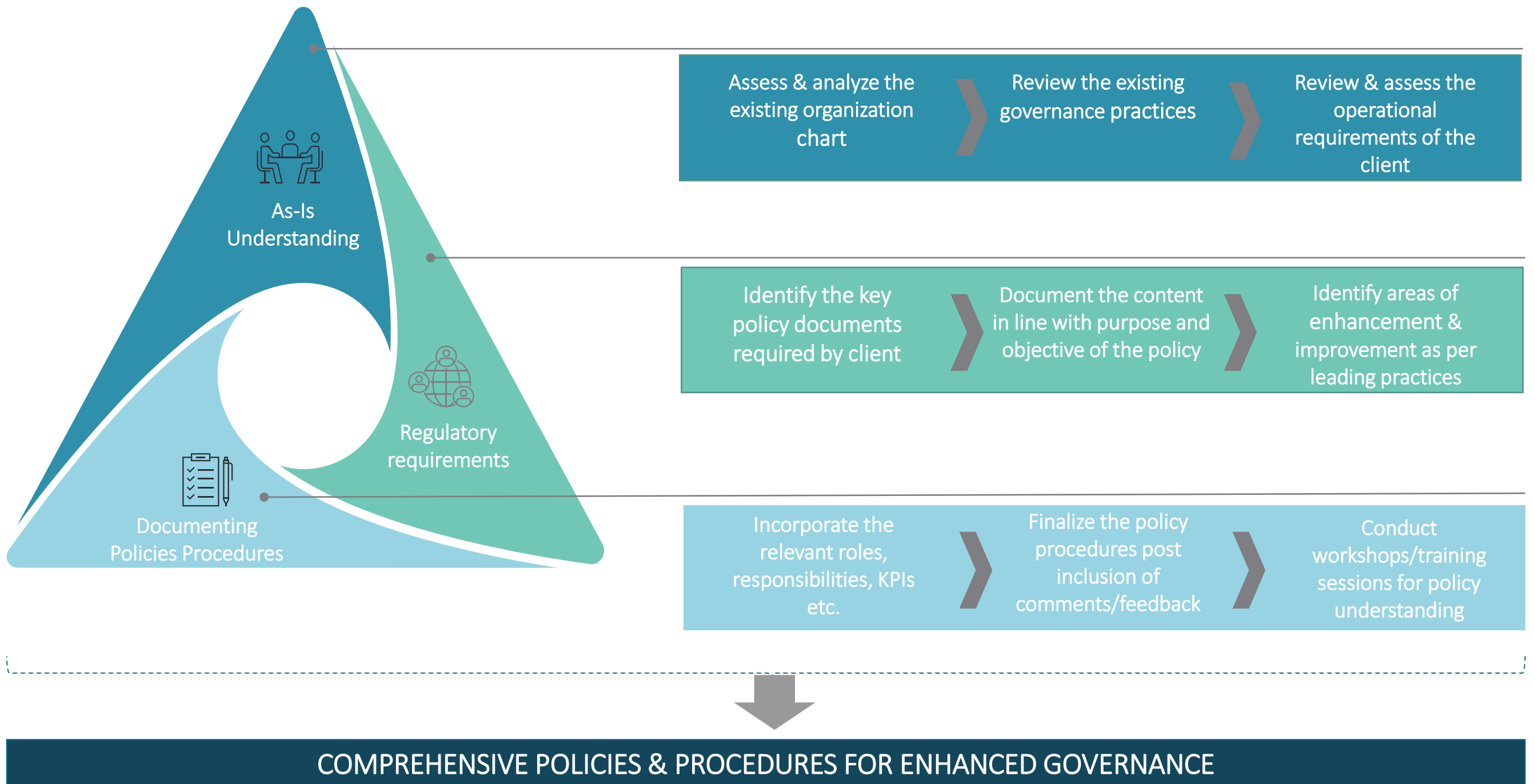
The CG Rules issued by QFMA comprise the below key elements:





# REVIEW AND DEVELOPMENT OF POLICIES AND PROCEDURES FOR GOVERNANCE AND INTERNAL CONTROLS

Regardless of the organization's size, having formal policies & procedures facilitates increased process & controls efficiency. They communicate the values & vision of the organization, ensuring employees understand exactly what is expected of them. Below is the approach for development of policies & procedures, in line with the company's business requirements, for governance and internal controls.



## ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG) REPORTING

While the specifics vary from company, industry & geography, we consider a common set of ESG factors when evaluating & engaging with companies seeking improvements in business practice & disclosure. ESG reporting is the disclosure of data explaining a business's impact and added value in three areas i.e. *Environment, Social & Corporate Governance*.



### ENVIRONMENTAL

Climate Impact & Greenhouse Gas (GHG) Emissions, Energy Efficiency, Air & Water Pollution, Water Scarcity, Bio-diversity & Site Restoration

(QSE Requirements – 10 parameters)



### SOCIAL

Human Rights, Local Community Impact & Employment, Child Labor, General Working Conditions, Health & Safety & Anti-Corruption

(QSE Requirements – 15 parameters)



### CORPORATE GOVERNANCE

Alignment of Interests, Executive Compensation, Board Independence & Composition, & other Shareholder Rights

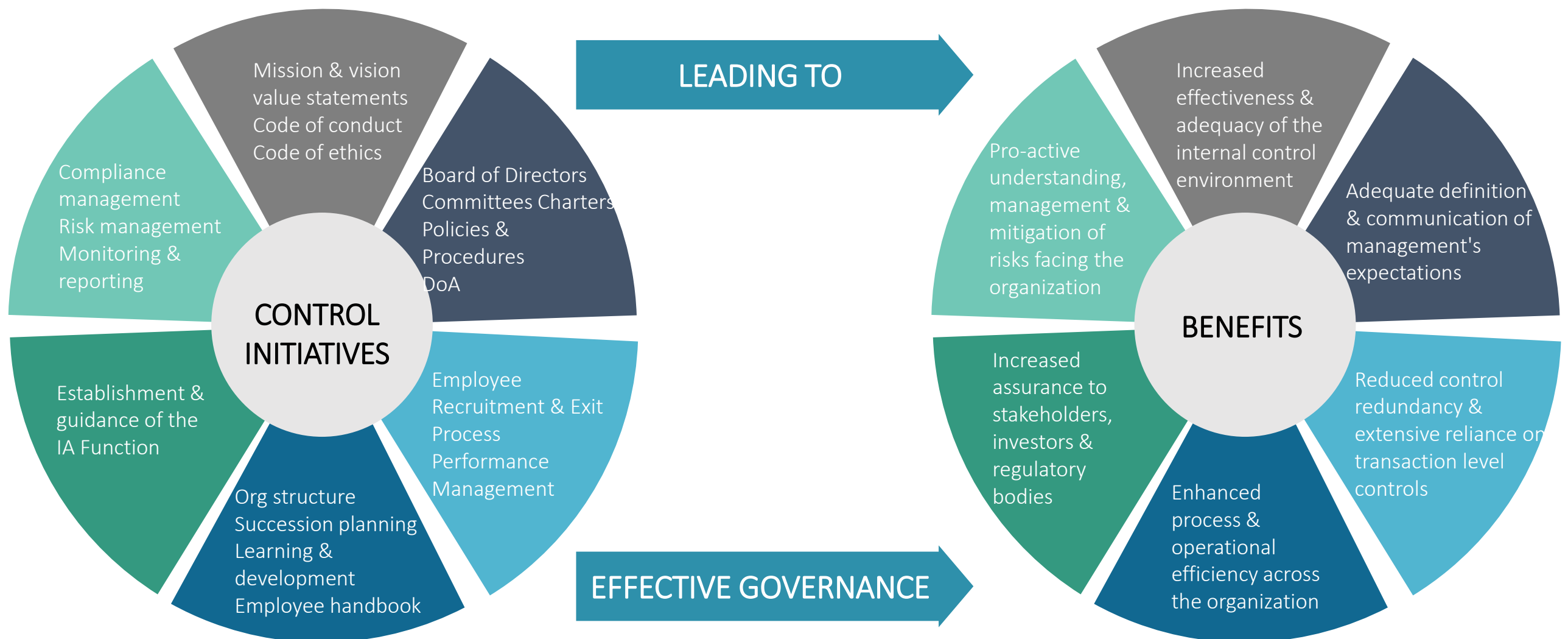
(QSE Requirements – 12 parameters)

### BENEFITS & GROWING IMPORTANCE OF ESG REPORTING GLOBALLY

- Presents an opportunity for companies to share what they are doing to sustain long-term interests of shareholders, while also addressing the interests of customers, employees, suppliers & communities in which they operate
- It is an inevitable response to the rapid growth of sustainable, responsible, and impact investing assets across the world
- Board & Senior Management prioritize this initiative for ensuring adequate assurance to the investors, & regulatory bodies
- It has assumed global significance in the recent years for maintaining & enhancing the overall brand value, recognition & reputation of the organization

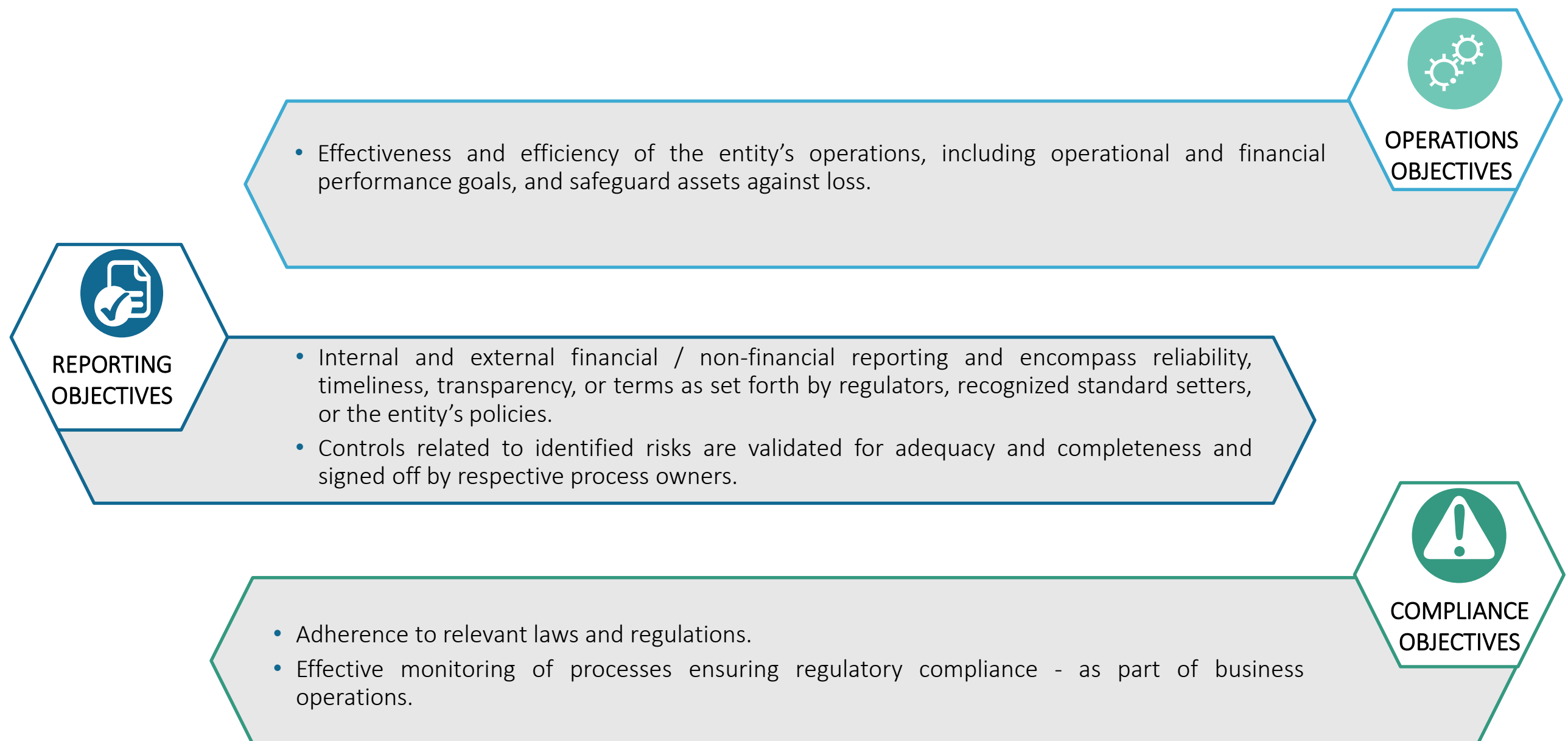
# INTERNAL CONTROLS ASSESSMENT – ENTITY LEVEL CONTROLS

*Entity-Level Controls* (also referred to as “Tone-at-the-Top” controls) help define an organization’s culture. They establish guidelines & set the foundation for effective governance by establishing accountability for each employee, including executives and directors. Below is an overview of the key control initiatives & their benefits.



## INTERNAL CONTROLS ASSESSMENT - FINANCIAL REPORTING CONTROLS

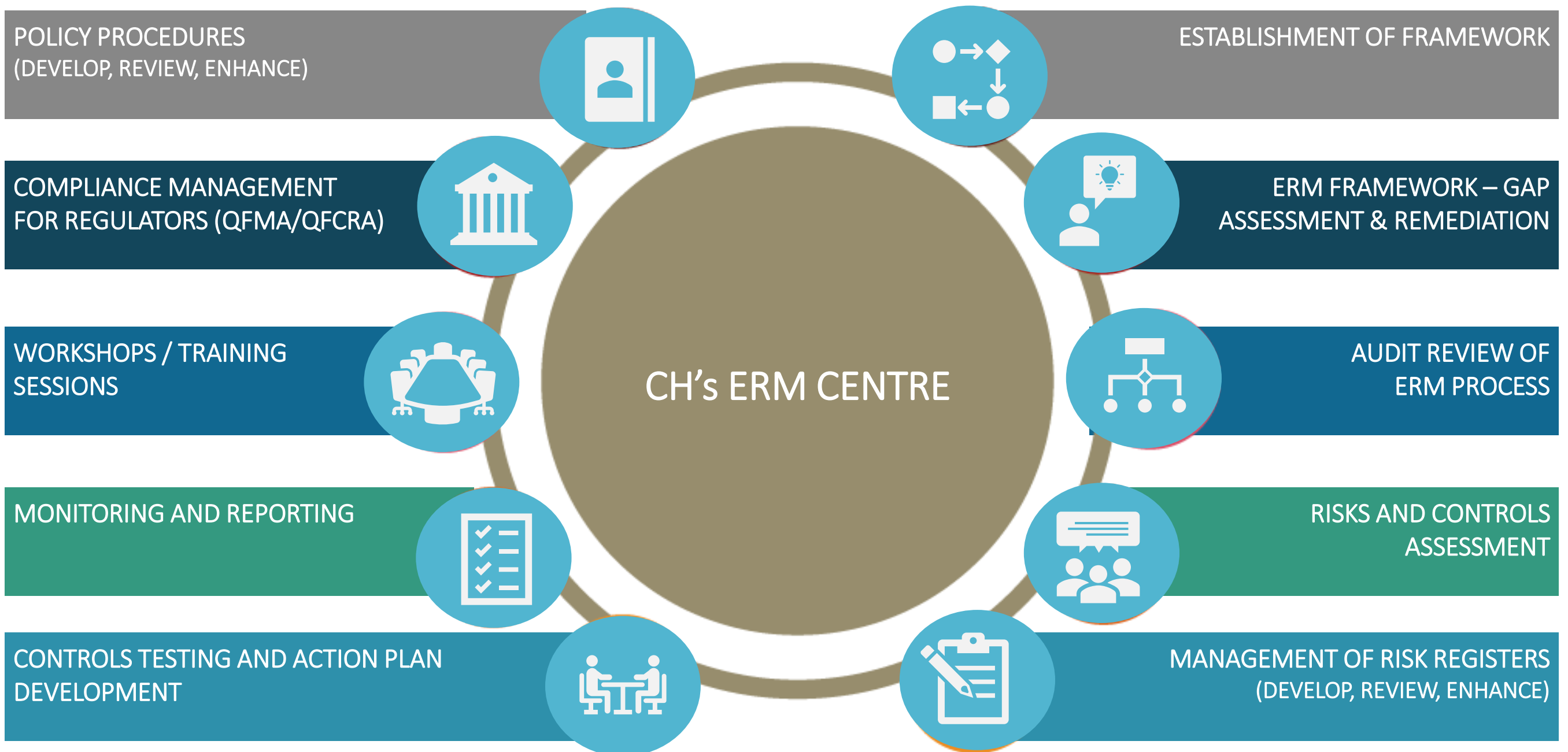
*Internal Controls over Financial Reporting (“ICOFR”)* is a process, effected by an entity’s Board of Directors, Senior Management, and other personnel, designed to provide reasonable assurance regarding the achievement of entity objectives relating to operations, financial reporting, and compliance. Overall objectives of internal controls are segregated across three categories shown below:



## 2. SERVICE OFFERINGS

CH'S ERM CENTRE PROVIDES A BLEND OF PRACTICAL AND FEASIBLE SOLUTIONS TO TACKLE YOUR RISK MANAGEMENT CONCERNS AND ISSUES ENABLING ENHANCED GOVERNANCE AND COMPLIANCE

CH's ERM professionals leverage their extensive experience and expertise in risk management for crafting tailor-made solutions for each client's needs, from ERM framework establishment, gap assessment and remediation within existing ERM set-up, devising mitigation plan, creating awareness on the concept and process of ERM within people and communications support. CH's unique **ERM CENTRE** offers a diverse range of practical and feasible solutions, enabling organizations to achieve their ERM objectives and initiatives.



# INTERNAL AUDIT DEPARTMENT – IDEAL SET UP

Below is an overview of the key components for a robust & efficient Internal Audit Department (IAD) for an organization



IAD INFRASTRUCTURE

RISK BASED INTERNAL AUDIT PLAN

INTERNAL AUDIT REVIEWS

AUDIT COMMITTEE REPORTING

INTERNAL QUALITY ASSESSMENT OF IAD

Develop the following as per International Professional Practices Framework (IPPF)

- IA manual
- IA charter
- IA org structure
- KPIs
- Job Descriptions
- IA Strategy

- Develop audit universe
- Conduct entity wide risk assessment
- Assess audit priorities based on risks & controls adequacy
- Develop 3-year strategic risk based internal audit plan (RBIAP)

- Conduct individual IA reviews based on IA plan – for operations & support functions
- Develop concise audit reports with suitable recommendations in line with leading practices to enhance the internal controls
- Conduct follow up reviews (quarterly)

Prepare & present reports to the audit committee & senior management (quarterly / annual) for the following:

- Structure and effectiveness of internal audit-related activities
- Risk assessment evaluation
- Resource review
- Continuing education

- Conduct annual internal quality assessment of the IAD based on IPPF's requirements
- Assess & evaluate the adequacy & effectiveness of the IA function
- Identify gaps & potential opportunities for improvement

A nighttime cityscape featuring a multi-level highway interchange with traffic. The scene is illuminated by city lights and streetlights, creating a bokeh effect in the foreground. A large, semi-transparent blue geometric shape, resembling a stylized house or a diamond with a horizontal line, is overlaid on the image. Inside this shape, the text 'CONSULTING HAUS' is displayed in white, with 'HAUS' in a larger font and a horizontal line under the 'A'.

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